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U.S. Army SES  
Office OASA  
(MRA)

March 2000



***Presenter:***

***Paul Lally***

***U.S. Army Senior Executive  
Service Office***

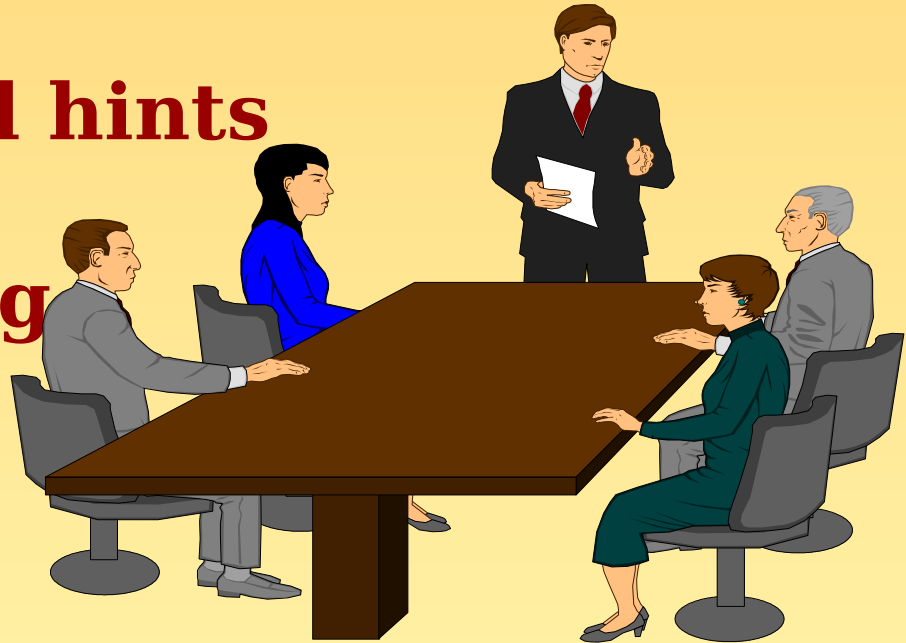
***Welcome Remarks (video)***

***Hon. P. T. Henry***

***Assistant Secretary of the Army  
(M&RA)***

# ***Purpose of Workshop***

**To encourage you to consider  
the SES as a career goal and  
to  
provide helpful hints  
for successful  
career planning**



## ***Workshop Topics***

The Senior Executive Service (SES)

What does it take to be an SES?

How do I get there?

# What is the **SES** ?

- A separate personnel system for most supervisory, managerial, and policy positions above the GS-15 level (Civil Service Reform Act 1978)
- Includes Career, Noncareer, or Limited Appointment **SES** Positions
- Career Appointments:
  - Merit Principles
  - OPM Approval





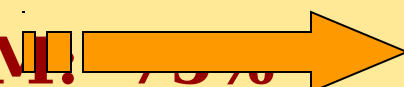
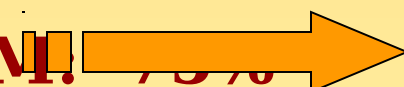


## ***Benefits***

- **720-hour ceiling on annual leave**
- **Last move home if they moved geographically during 5 years preceding optional retirement**
- **Guaranteed placement in GS-15 position**

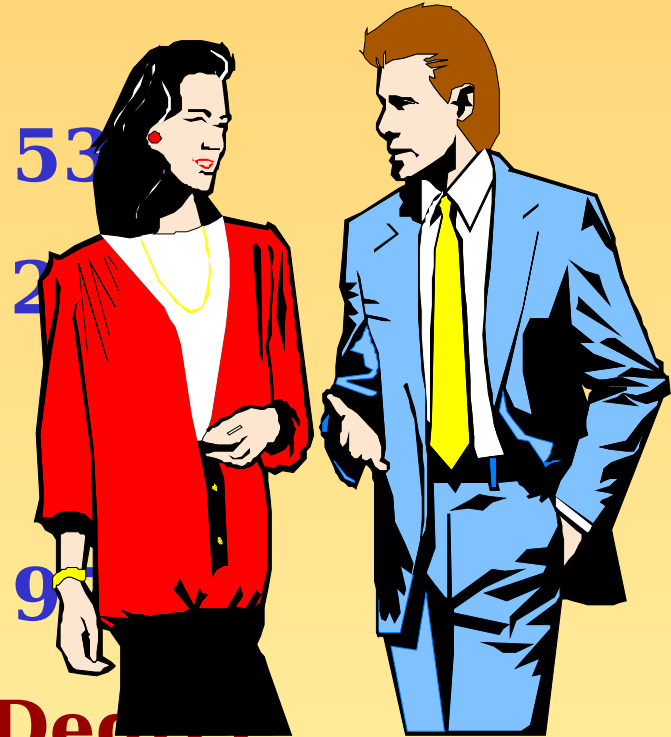
# ***The Army System***



- **SES allocations:**  200
- **SES on board :**  254 Minorities:  
8.3%  
Women: 12.6%
- **Jobs filled annually:**  25 - 30
  - within same MACOM:  75%
  - within Army: 84%

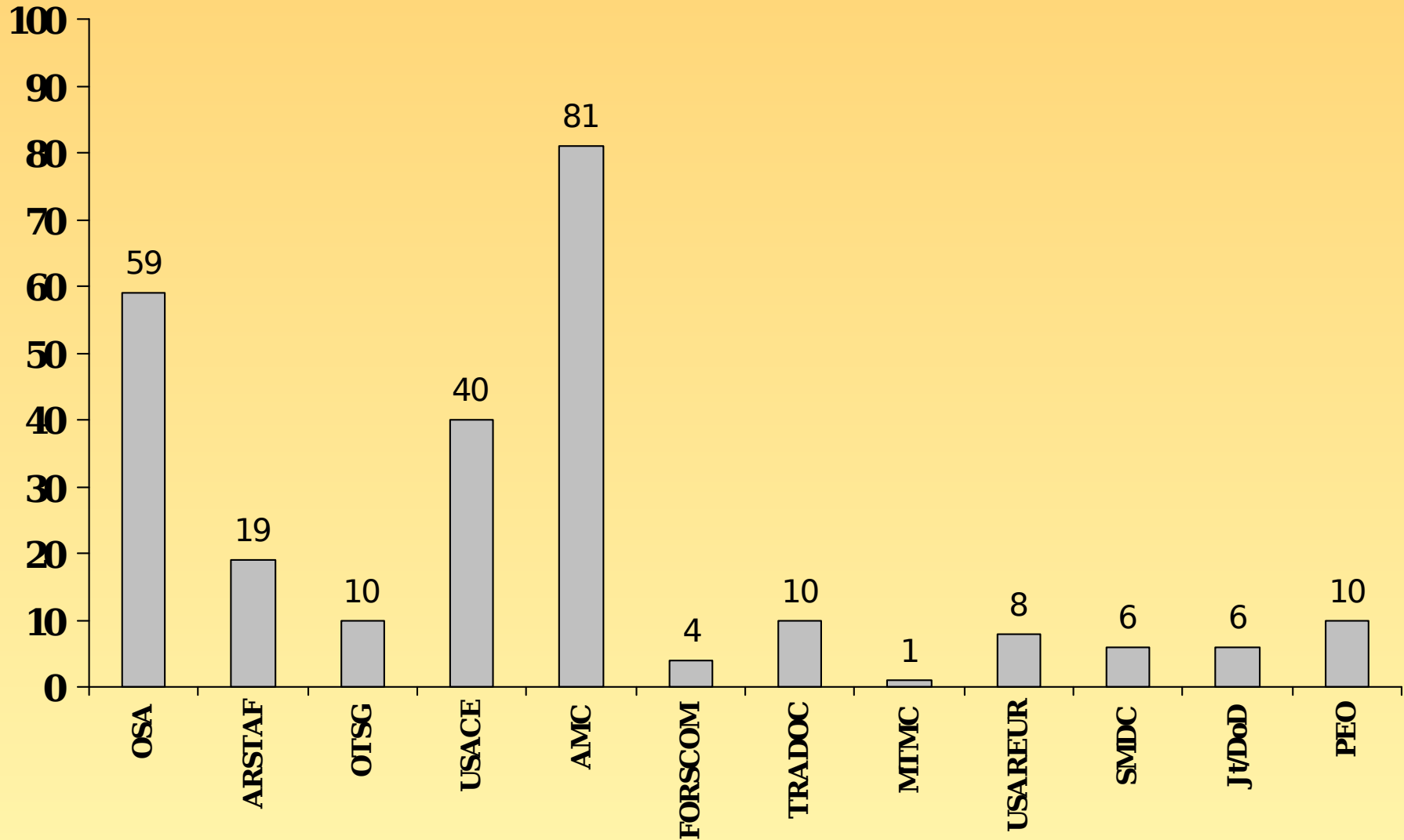
# ***Army SES Snapshot***

- **Average age:** 53
- **Lengths of service:** 29
- **Supervisory experience at GS-15 level:** 97
- **Education (Masters Degree, Ph.D., law degree):**  
89% 82%

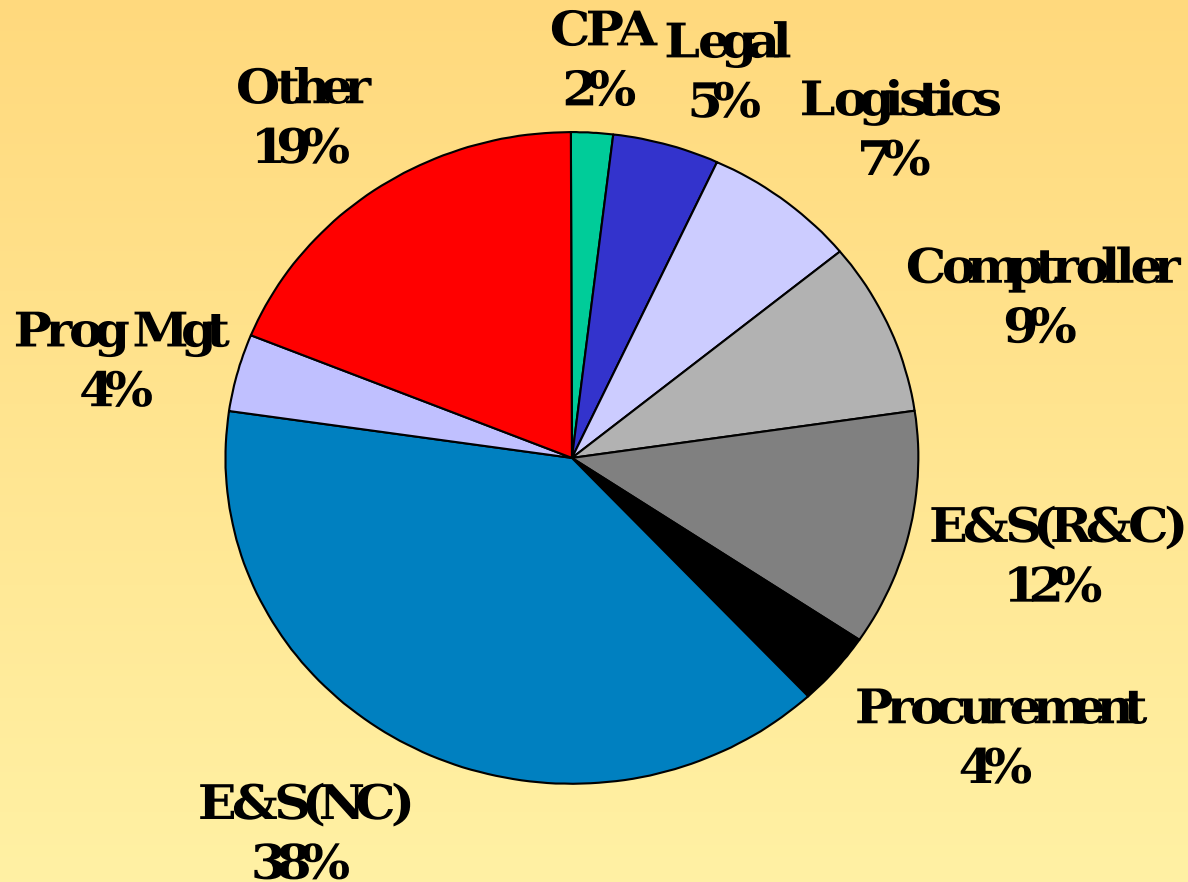




# ***Army SES Snapshot (Aug 99)***

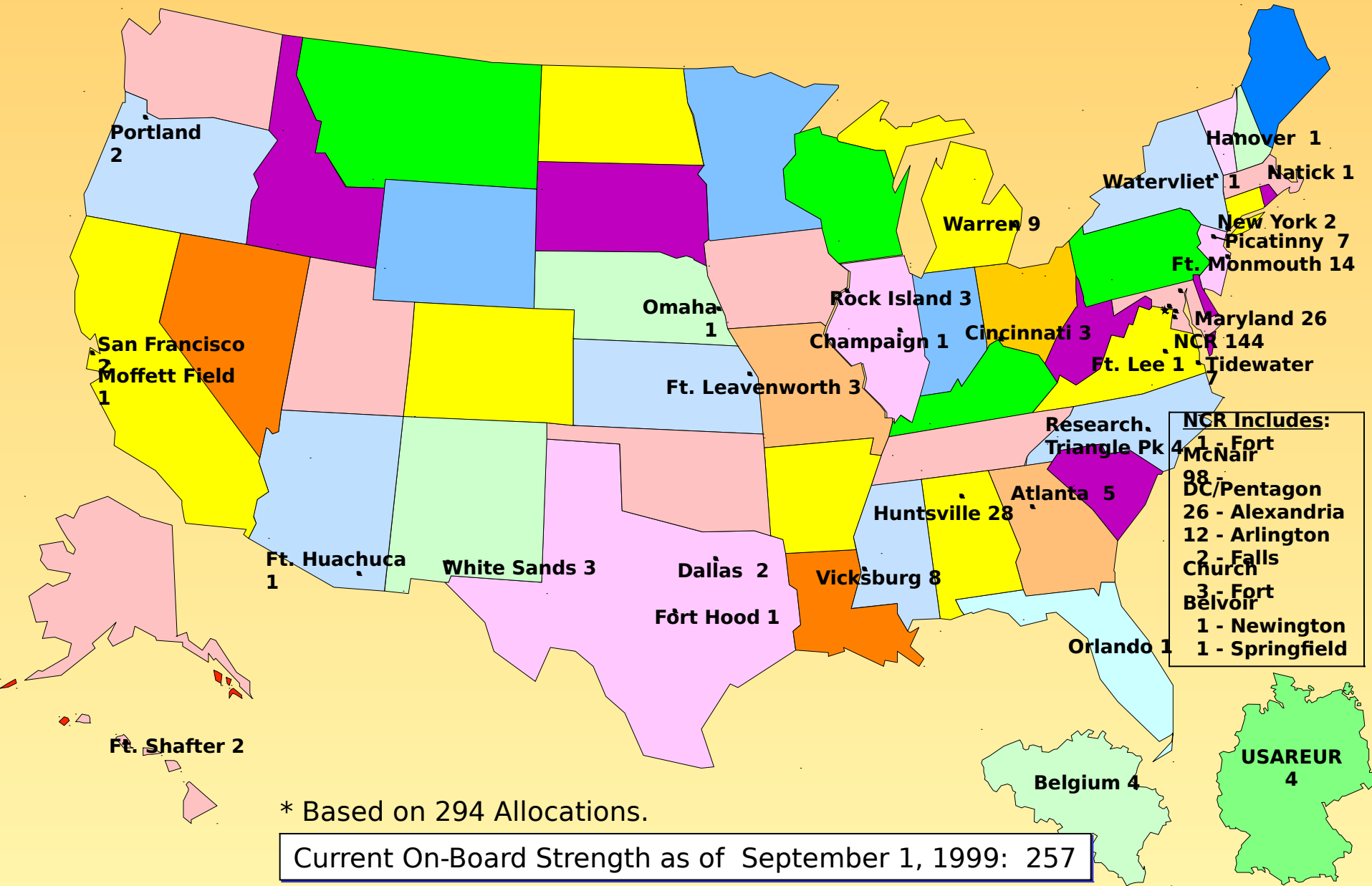


# ***Army SES Snapshot (Aug 99)***



# U.S. Army Senior Executive Service

## Distribution By Geographical Location\*



# *Protocol Precedence Codes (PPC)*

- **SES members = general officers**
- **PPC distinguish SES positions for protocol purposes**

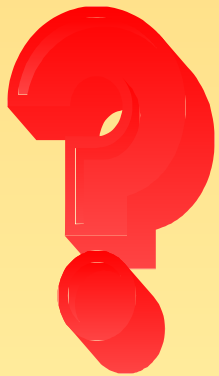
**PPC-4 = Lieutenant General**

**PPC-5 = Major General**

**PPC-6 = Brigadier General**



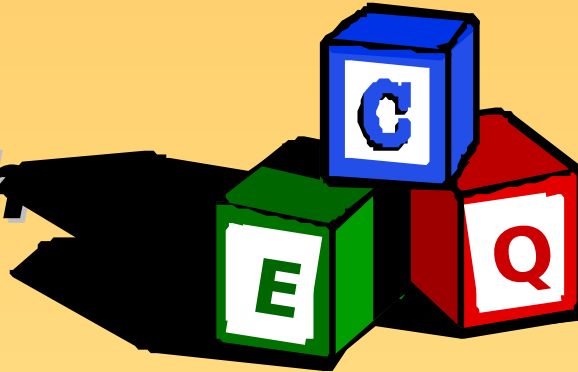
**What does it  
take**



**to be an  
SES**



***Possess th***



## ***Executive Core Qualifications***

- **Assess executive experience and potential**
- **New SES member (OPM peer review)**

# ***The Five ECQs***



- **Leading Change**
- **Leading People**
- **Results Driven**
- **Business Acumen**
- **Building Coalitions/  
Communications**

# ***Leading Change***

- **Ability to develop and implement an organizational vision**
- **Ability to balance change and continuity**
  - **to improve customer service and program performance**
  - **to create a work environment that encourages creative thinking**
  - **to maintain focus, intensity, and persistence, even under adversity**



# ***Leading People***

- **Ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals**

# ***Results Driven***

- **Accountability and continuous improvement - timely and effective decisions**
- **Produce results through strategic planning and the implementation and evaluation of programs and policies**
- **Focus on bottom line results - not process**
- **Emphasis on entrepreneurship**
- **Keep current - have technical credibility**

# ***Business Acumen***

- **Acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission**
- **Ability to use new technology to enhance decision making**
- **Getting most results for taxpayers' money**

# ***Building***

## ***Coalitions/Communications***

- Ability to explain, advocate, and express facts and ideas in a convincing manner
- Ability to negotiate with individuals and groups internally and externally
- Ability to develop an expansive professional network with other organizations
- Ability to identify the internal and external politics that impact the work of the organization - Political Savvy

# ***Succession Management Study***

***(Mar 00)***

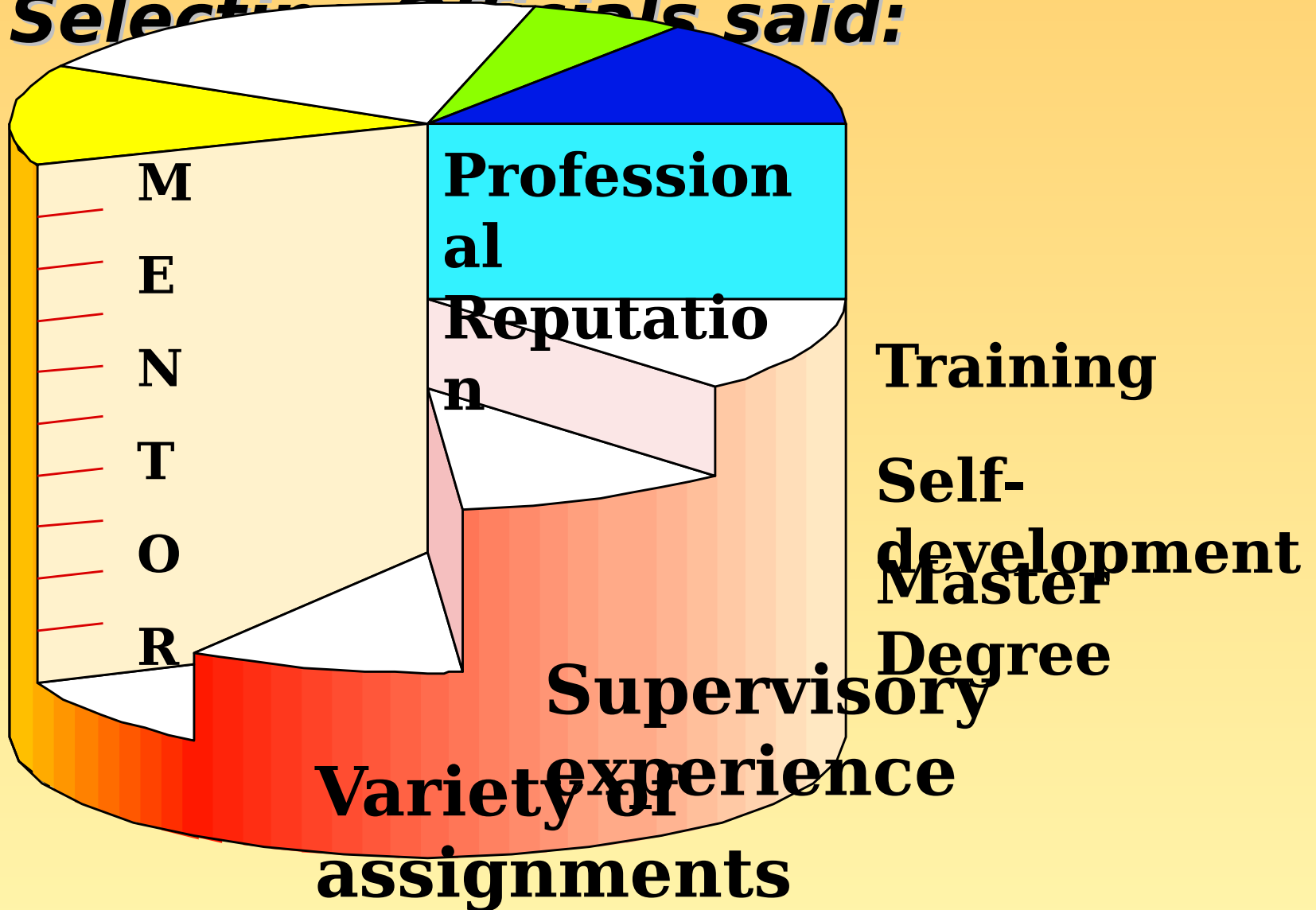
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**Objective: Determine the effectiveness of leader development practices in producing well qualified senior executive for the Survey of selecting officials, SES and GS15**

## **Outcomes:**

- **Identified SES selection and success factors**
- **Employees don't know how to become competitive for the SES**

**Selective Officials said:**



# **Selecting Officials said (cont'd)**

## **ECQ Ranking**

- **Leading People**
- **Building Coalitions/Communications**

## **Leading Change Enhance**

- **Strategic vision and planning**
- **Broad leadership skills**
- **Oral/written communication skills**
- **Understanding organizational functions/relationships**



*SES Advice: (Aug 99)*

**Jump on opportunities to lead, speak**

**Mobility - mobility - mobility**

**Think strategically!**

**Excellence counts!**

**Be a leader!**





# ***Senior Level Feeder Groups***

**GS-13 17,990**

**GS-14 6,236**

**GS-15 2,371**

  
  
**SES 254**

How do



I get



there





**Be an  
SES**

## ***SEs say:***

- **You will make a difference!**
- **It's a lifestyle commitment!**
- **Don't do it for the money!**

# ***Define Your Career Goals***

- **Focus on those things you want to achieve that will make a meaningful, positive and enduring difference.**
- **Stretch for something that will make a difference.**
- **Don't set your goals too low.**
- **Balance work, family and community life.**



# ***Assess Your Strengths and Areas For***

## ***Assessment of ECQs***

### ***360 Degree Assessment***

- Organizational Leadership for Executives***
- Sustaining Base Leadership/Management Course***
- Office of Personnel Management Courses***

### ***Myers-Briggs Type Indicator***

### ***Obtain Feedback***



- ***Train for Targeted Skills!***
- ***Seek Challenging Assignments!***
- ***Keep career mind!***



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# ***Gather Career Program Information***

- **Career Program (CP/Field)**
- **Functional officials & career program manager**
- **ACTEDS Plan (career ladder, key positions and assignments)**
- **Development programs available through your career program**

**Are you registered in your  
centralized referral  
system?**



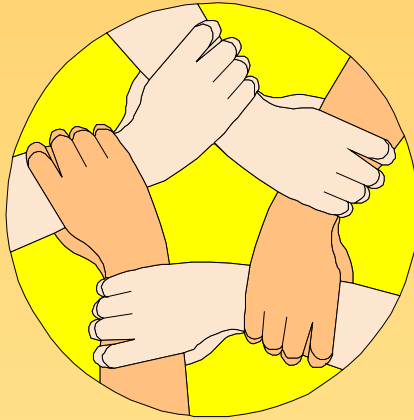
# **Select the “Right”**



## **Programs**

- **Civilian Leader Development Common Core Courses**
- **Competitive Professional Development**
- **Long-term Training**
- **Developmental Assignments**
- **Defense Leadership and Management Development Program (DLAMP)**
- **Corps of Engineers, Army Acquisition Corps, US Army Materiel Command**





***working***

***Marketing Yourself***

***ACTION!***

# ***Interviewing***

**SEs advice:**  
**Never give up!**



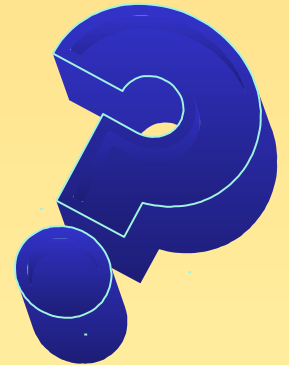
How to



Apply for

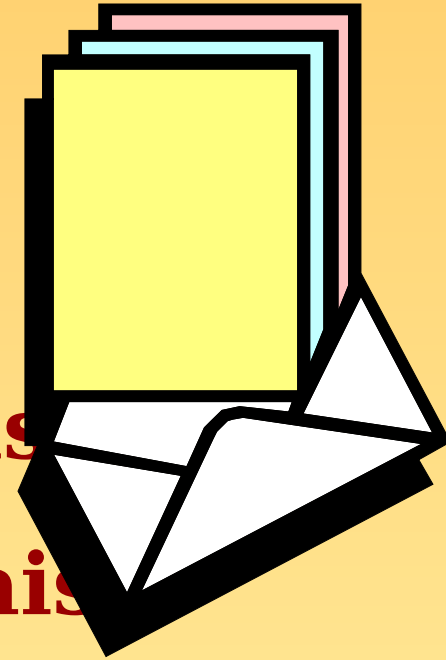


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Job

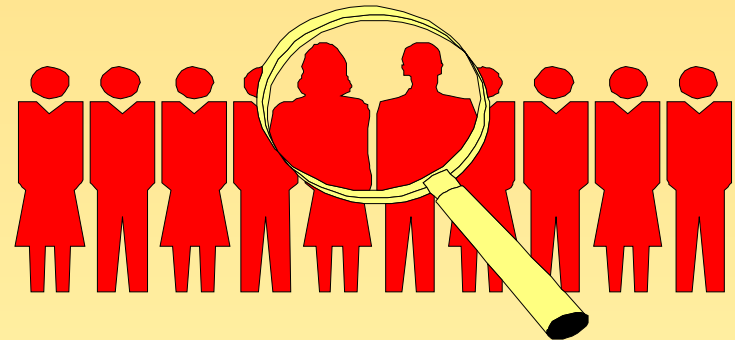
# ***Application Packets***



- **Resume/SF 171**
- **Supervisory Appraisals**
- **Performance Appraisals**
- **Executive Qualifications Write-Up**
- **Technical Qualification Write-Up**

# ***Applications Process***

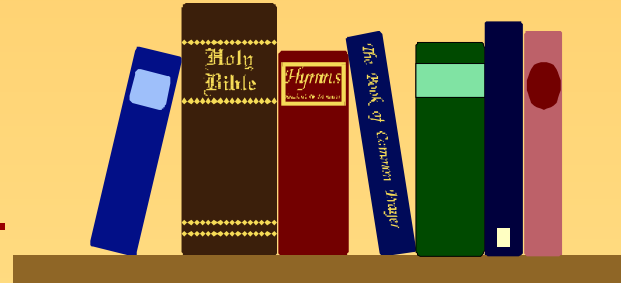
- **Submit applications to Army Referral Activities**
- **Candidates rated and ranked**
- **Referral list developed**
- **Selection made**
- **OPM approves selectee's ECQs**



# ***Job information***

- **USAJOBS by telephone (912) 757-3000**
- **Vacancy Announcements:  
[www.usajobs.opm.gov/a3.htm](http://www.usajobs.opm.gov/a3.htm)**
- **Instructions for applying:  
<http://www.usajobs.opm.gov/b1f.htm>**
- **Army Referral Activities**
  - **Personnel & Employment Services - Washington (703)697-1650)**
  - **Hq, US Army Corps of Engineers (202)761-1763**
  - **Hq, US Army Materiel Command (703) 617-8585**

# ***Other Resources***



- **Civilian Personnel On-Line --**  
**<http://cpol.army.mil>**
  - SES Information, training, etc.
- **U.S. Army SES Office (703) 697-5432, DSN 227-5432**
- **Career Program/Career Field POCs, Supervisors, Peers**
- **Government Executive Magazine**  
**--<http://www.govexec.com/dailyfed/0899/082499cc.htm>**
- **AR 600-100 Army Leadership**
- **OPM Guide to Senior Executive Service Qualifications**  
**--<http://www.opm.gov/ses/html/ecq4.htm>**





Thank you very much

For your participation and  
attention